

The Propeller Club Of The United States  
Maritime Industry Conference  
“Our Transportation System In The Next Millennium”  
Panel Session  
"The Marine Transportation System Initiative: Next Steps"  
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THANKS JOE.

GOOD MORNING LADIES AND GENTLEMEN IT IS A PLEASURE FOR ME TO BE WITH YOU TODAY AND TO SPEAK ABOUT OUR MARINE TRANSPORTATION SYSTEM, OUR SO-CALLED MTS INITIATIVE, AND THE PROGRESS WE ARE ALL MAKING. I HAVE BEEN INVOLVED WITH THE PROPELLER CLUB SINCE 1962 AS A MARITIME ACADEMY CADET AT FT SCHUYLER – SO THIS IS A REAL PERSONAL PLEASURE FOR ME TO BE HERE.

MY THANKS TO THE PROPELLER CLUB OF THE UNITED STATES AND JERRY JOSEPH FOR GIVING ME THIS OPPORTUNITY TO SPEAK WITH ABOUT THIS IMPORTANT DEPARTMENT OF TRANSPORTATION EFFORT.

THE THEME OF THIS CONFERENCE – MARITIME PARTNERSHIPS IN THE NEW MILLENNIUM – IS EXTRAORDINARILY APPROPRIATE AND RIGHT ON THE MARK. SPEAKING AS A REGULATOR OF MARITIME SAFETY, MARINE ENVIRONMENTAL PROTECTION, AND WATERWAYS MANAGEMENT, I'D SAY PARTNERING IS NOT NEW BUT THE CONCEPT HAS EVOLVED TO BE OF GREATER IMPORTANCE TODAY AND THE CONTINUED EVOLUTION OF PARTNERING BETWEEN ALL STAKEHOLDERS IS ESSENTIAL TO MEET THE MARINE TRANSPORTATION SYSTEM (MTS) CHALLENGES OF THE 21<sup>ST</sup> CENTURY.

PARTNERING IS DEFINED BY THESE FIVE PRINCIPLES:

- HONOR THE MARINER. SEEK AND RESPECT THE OPINION OF THOSE WHO DO THE WORK AFLOAT AND ASHORE.
- MAINTAIN BALANCE. APPLY COST EFFECTIVE SOLUTIONS TO SAFETY AND ENVIRONMENTAL ISSUES.
- SEEK NON-REGULATORY SOLUTIONS. ENCOURAGE AND EMPHASIZE INCENTIVES AND INNOVATION. RECOGNIZE AND SUPPORT THOSE WHO SEEK TO RISE AND REMAIN ABOVE THE MINIMUM LEVELS OF REGULATORY COMPLIANCE.
- TAKE A QUALITY APPROACH. SEEK A BETTER, AND MORE COST EFFECTIVE SOLUTION. ADVOCATE THE PRINCIPLE THAT PROCESS IMPROVEMENTS AND COST SAVINGS GO HAND IN HAND WITH SAFE OPERATIONS. –AND–
- SHARE COMMITMENT. THIS IS THE RESPONSIBILITY OF ALL STAKEHOLDERS.

OUR MTS INITIATIVE IS ALL ABOUT “PARTNERING.” FIRST BETWEEN  
FEDERAL AGENCIES AND THEN BETWEEN THOSE AGENCIES  
AND MTS STAKEHOLDERS.

I HAD THE PRIVILEGE OF WORKING AS PARTNERS WITH MANY OF  
THE PEOPLE HERE TODAY, INCLUDING JOE COX AND JOHN  
GRAYKOWSKI, ON THE MTS INITIATIVE AND THE REPORT TO  
CONGRESS. THE MARITIME ADMINISTRATION, ARMY CORPS OF  
ENGINEERS, FEDERAL RAILROAD ADMINISTRATION, FEDERAL  
HIGHWAY ADMINISTRATION, MANY OTHER FEDERAL  
AGENCIES AND A MYRIAD OF PRIVATE SECTOR STAKEHOLDERS  
WERE INSTRUMENTAL IN HELPING US GET TO WHERE WE ARE  
TODAY – MY THANKS TO THEM FOR THEIR PROACTIVE  
PARTICIPATION.

AND ADMIRAL BOB KRAMEK, NOW RETIRED AND SPEAKING ON THE  
NEXT PANEL – THE COAST GUARD COMMANDANT WHO  
INITIATED THE REASSESSMENT OF WATERWAYS  
MANAGEMENT THAT EVOLVED INTO MTS – THE WATERWAYS,  
PORTS, AND INTERMODAL CONNECTION INITIATIVE. BOB,  
WE’VE COME A LONG WAY.

SECRETARY OF TRANSPORTATION SLATER HAS SAID ABOUT THE MTS INITIATIVE, QUOTE: “WE HAVE DONE MUCH TOGETHER, BUT THE BEST IS YET TO COME.” I SINCERELY BELIEVE THAT THIS IS THE MOST FOCUSED AND COHESIVE INTERAGENCY/STAKEHOLDER EFFORT THAT IT’S BEEN MY PRIVILEGE TO BE INVOLVED IN 33 YEARS OF COAST GUARD SERVICE. AND, AS I SPEAK YOU’LL SEE THAT WE HAVE DONE MUCH TOGETHER – AND THE BEST IS YET TO COME.

I WOULD LIKE TO TOUCH ON THE NEXT STEPS INVOLVED WITH THE MTS INITIATIVE; PARTICULARLY AS IT INVOLVES THE COAST GUARD.

### **REGIONAL LISTENING SESSIONS/THEMES**

OVER THE PAST YEAR AND A HALF, WE BEGAN A SERIOUS EFFORT TO COORDINATE WITH THESE OTHER AGENCIES AS WELL AS TALK WITH STAKEHOLDERS ABOUT THEIR VIEWS ON THE CURRENT AND FUTURE STATE OF OUR MTS. LAST SPRING THE COAST GUARD AND MARAD JOINTLY LED SEVEN TWO-DAY REGIONAL LISTENING SESSIONS ON OUR NATION'S MARINE TRANSPORTATION SYSTEM.

OUR GOAL WAS TO RECEIVE INPUT FROM A WIDE CROSS SECTION OF STAKEHOLDERS - INDUSTRY, ENVIRONMENTALISTS, RECREATIONAL BOATERS, FISHERMEN, ETC. - REGARDING THE MOST CRITICAL ISSUES FACING OUR WATERWAYS, PORTS AND THEIR INTER-MODAL CONNECTIONS.

## **MTS NATIONAL CONFERENCE**

THERE WERE LITERALLY HUNDREDS OF COMMENTS AND RECOMMENDATIONS WHICH WERE COMPILED INTO KEY ISSUE AREAS AND FORMED THE BASIS FOR A NATIONAL MTS CONFERENCE LAST NOVEMBER, HOSTED BY THE SECRETARY OF TRANSPORTATION, MR. RODNEY SLATER. THE TWO AND-A-HALF DAY CONFERENCE WAS STRUCTURED AROUND SEVEN ISSUE AREAS:

- DEVELOPING A SHARED NATIONAL VISION OF THE MTS IN 2020
- DEVELOPING A FRAMEWORK FOR PUBLIC AND PRIVATE COORDINATION OF MTS ACTIVITIES.
- DEVELOPING GOALS AND RECOMMENDED ACTIONS TO ADDRESS THE CHALLENGES AND ACHIEVE THE MTS VISION IN THE AREAS OF SAFETY, SECURITY, ENVIRONMENT, COMPETITIVENESS, AND INFRASTRUCTURE.

144 SENIOR GOVERNMENT AND PRIVATE SECTOR LEADERS

REPRESENTING INDUSTRY AND A BROAD RANGE OF STAKEHOLDER INTEREST GROUPS ATTENDED THE NATIONAL CONFERENCE. THEY DEVELOPED A VISION THAT READS AS FOLLOWS:

*THE U.S. MARINE TRANSPORTATION SYSTEM WILL BE THE WORLD'S MOST TECHNOLOGICALLY ADVANCED, SAFE, SECURE, EFFICIENT, EFFECTIVE, ACCESSIBLE, GLOBALLY COMPETITIVE, DYNAMIC AND ENVIRONMENTALLY RESPONSIBLE SYSTEM FOR MOVING GOODS AND PEOPLE.*

### **MTS TASK FORCE**

AFTER THE NATIONAL CONFERENCE, SECRETARY SLATER ESTABLISHED THE MTS TASK FORCE MANDATED IN THE COAST GUARD AUTHORIZATION ACT OF 1998.

THE TASK FORCE WAS TO CONSIDER THE CAPABILITY OF THE MTS, THE ADEQUACY OF THE DEPTH OF CHANNELS AND HARBORS, AND THE COST TO THE FEDERAL GOVERNMENT OF ACCOMMODATING PROJECTED INCREASES IN FOREIGN AND DOMESTIC TRAFFIC OVER THE NEXT 20 YEARS. AN EVALUATION OF THE NATION'S CAPABILITY TO DISPOSE OF DREDGED MATERIALS AND THE FUTURE OF THE NAVIGATIONAL AID SYSTEM WERE ADDITIONAL COMPONENTS ON THIS EFFORT.

THE TASK FORCE INCLUDED MTS USERS AND SERVICE PROVIDERS, SIMILAR TO THE NATIONAL CONFERENCE INVITEES.

CONGRESS REQUIRED THE SECRETARY TO REPORT THE RESULTS OF THE TASK FORCE'S ASSESSMENT. THE SECRETARY DELIVERED THE REPORT TO CONGRESS ON SEPTEMBER 9, 1999. IT IS CURRENTLY AVAILABLE AND IT HAS BEEN POSTED ON THE INTERNET. THE REPORT IS ANOTHER STEP IN OUR PROCESS AND IS NOT INTENDED TO RECOMMEND ABSOLUTE SOLUTIONS. THERE IS MUCH WORK AHEAD FOR THE PUBLIC/PRIVATE PARTNERSHIP THAT HAS EMERGED FROM THIS INITIATIVE.

**MTS REPORT: "AN ASSESSMENT OF THE MTS"**

THE REPORT REFLECTS A HIGHLY COLLABORATIVE EFFORT AMONG  
PUBLIC SECTOR AGENCIES, PRIVATE SECTOR ORGANIZATIONS,  
AND OTHER STAKEHOLDERS IN THE MTS.

BASED ON THE PREVIOUS WORK OF THE REGIONAL LISTENING  
SESSIONS AND THE NATIONAL MTS CONFERENCE, THE TASK  
FORCE MEMBERS DEVELOPED AN INITIAL SET OF STRATEGIC  
ACTIONS TO ADDRESS THESE ISSUES. THE LEAD ENTITY,  
PUBLIC OR PRIVATE, IN MOST CASES, HAS BEEN IDENTIFIED TO  
TAKE RESPONSIBILITY FOR LEADING EFFORTS TO ADDRESS  
THE ISSUE. I WILL PROVIDE A BRIEF OVERVIEW OF THE  
RECOMMENDATIONS FROM THE SEVEN STRATEGIC AREAS OF  
ACTION.

**COORDINATION**

FIRST, COORDINATION OR LACK THEREOF, WAS A TOPIC OF GREAT  
INTEREST AT THE LISTENING SESSIONS AND THE NATIONAL  
CONFERENCE. LACK OF COORDINATION IS EVIDENT NOT ONLY  
AT THE NATIONAL LEVEL, WHERE AGENCIES HAVE  
TRADITIONALLY NOT COORDINATED THEIR EFFORTS TO  
PROVIDE COMMON MANAGEMENT OVERSIGHT OF CRITICAL  
ISSUES, BUT ALSO BETWEEN PUBLIC AND PRIVATE  
STAKEHOLDERS AT THE STATE AND LOCAL LEVELS.

A PRIMARY RECOMMENDATION FROM THE REPORT THAT EVOLVED OUT OF THESE CONCERNS WAS TO ESTABLISH A COORDINATION FRAMEWORK. TWO KEY NATIONAL ELEMENTS ARE THE ESTABLISHMENT OF AN MTS NATIONAL ADVISORY COUNCIL AND A FEDERAL INTERAGENCY COMMITTEE FOR THE MTS. THE MARITIME ADMINISTRATION IS CHARGED WITH ORGANIZING AND CHARTERING THE NATIONAL ADVISORY COUNCIL WHILE THE COAST GUARD HAS RESPONSIBILITY TO CREATE A NEW FEDERAL INTERAGENCY COMMITTEE FOR THE MTS. OTHER ELEMENTS OF THE MTS COORDINATION FRAMEWORK INCLUDE ADVISORY GROUPS AND REGIONAL MTS COMMITTEES, LIKE THE RECENTLY ESTABLISHED GREAT LAKES REGIONAL WATERWAYS MANAGEMENT FORUM.

THE CALL FOR LEADERSHIP WAS NOT LIMITED TO THE NATIONAL OR REGIONAL LEVELS. THE REPORT'S RECOMMENDATIONS ANSWERED THE PREVIOUS CALLS FOR LOCAL COORDINATION AND LEADERSHIP BY ENDORSING HARBOR SAFETY COMMITTEES AS THE LOCAL MECHANISM IN THE PROPOSED COORDINATION FRAMEWORK. EXISTING HARBOR SAFETY COMMITTEES WILL BE USED AS NATIONAL MODELS FOR OTHER AREAS.

THE COAST GUARD IS LEADING THE LOCAL COORDINATION EFFORT ON SEVERAL FRONTS INCLUDING THE DEVELOPMENT OF GUIDANCE TO SUPPORT EXISTING HARBOR SAFETY COMMITTEES AND TO HELP START NEW COMMITTEES WHERE NONE CURRENTLY EXIST.



TO GET THIS INITIATIVE STARTED WE HAVE ALREADY CONDUCTED A NATIONAL SURVEY OF EXISTING HARBOR SAFETY COMMITTEES AND ARE BUILDING ON THAT WORK BY COMMISSIONING A STUDY TO DETERMINE CERTAIN GENERIC CHARACTERISTICS THAT WOULD BE BENEFICIAL TO ALL HARBOR SAFETY COMMITTEES. WE ARE ALSO DEVELOPING A WEB-BASED COMMUNICATION INTERCHANGE FOR HARBOR SAFETY COMMITTEES. THIS SYSTEM WILL PROVIDE THEM WITH A FORUM FOR SHARING BEST PRACTICES AND LESSONS LEARNED. SHARING THIS KIND OF INFORMATION WILL HELP “CROSS POLLINATE” AND STRENGTHEN HARBOR SAFETY COMMITTEES, INCREASING THEIR OVERALL EFFECTIVENESS AS THE FOUNDATIONAL LOCAL COORDINATING BODIES OF THE MTS.

WE ARE INVOLVED IN A NUMBER OF PARTNERSHIPS TO GATHER VALUABLE INPUT AND HELP GUIDE THESE EFFORTS. WE HAVE A FORMAL PARTNERSHIP WITH INTERTANKO TO ADDRESS SEVERAL SAFETY ISSUES, ONE OF WHICH IS THE HARMONIZATION OF HARBOR SAFETY COMMITTEES. WE ARE ALSO HEAVILY INVOLVED WITH THE PLANNING OF A NATIONAL HARBOR SAFETY COMMITTEE CONFERENCE, THE SECOND CONFERENCE OF THIS TYPE, TO BE HELD IN FEBRUARY IN NEW YORK. MUCH WILL BE ACCOMPLISHED IN THIS AREA OF LOCAL COORDINATION IN THE COMING MONTHS.

PEOPLE – ADMIRAL HOLDER HAS IT RIGHT – STAFFING THE MTS IS AN EXTRAORDINARY CHALLENGE. WHERE WILL THE PEOPLE COME FROM? EVERYWHERE I GO I HEAR THAT RECRUITING IS A PROBLEM – ITS OUR VERY BASIC CHALLENGE. BEYOND THAT – TRAINING AND QUALIFICATIONS – MAKING PEOPLE THE CRITICAL LINK BETWEEN TECHNOLOGY AND OPERATIONS NEEDS CONTINUOUS IMPROVEMENT. WE’VE HAD A PREVENTION THROUGH PEOPLE – PTP – PROGRAM FOR A NUMBER OF YEARS WHICH MY PREDECESSOR – JIM CARD – STARTED. PREVENTION MEANS PREVENTING ACCIDENTS AND POLLUTION INCIDENTS.

### **FUNDING THE MTS**

NEXT, FUNDING IS AT THE CORE OF MANY OF THE ISSUES RELATING TO THE MTS AND IS NECESSARY TO ACHIEVE THE DESIRED STATE OF THE SYSTEM. FUNDING CAN BE A DIVISIVE TOPIC BECAUSE OF THE BROAD RANGE OF MTS USERS AND STAKEHOLDERS, ALL OF WHOM HAVE THEIR OWN CONCERNS, MOTIVATIONS, AND FUNDING CONCEPTS.

IT IS DIVISIVE BECAUSE THE FUNDING OF THE MTS INVOLVES A COMPLEX PARTNERSHIP AMONG THE FEDERAL GOVERNMENT, STATE, AND LOCAL PORT AUTHORITIES, STATE AND LOCAL GOVERNMENTS AND PRIVATE STAKEHOLDERS. THERE WAS AGREEMENT THAT:

- PRESENT FUNDING STREAMS TO SUPPORT THE MTS MAY NOT BE ADEQUATE IN THE FUTURE;
- FEDERAL, STATE, AND LOCAL FUNDING AND PRIVATE INVESTMENT DECISIONS ARE GENERALLY UNCOORDINATED, WHICH REDUCES THEIR EFFECTIVENESS; AND
- IT IS DIFFICULT TO FIND AGREEMENT ON FUNDING APPROACHES THAT WILL SATISFY ALL SYSTEM USERS AND STAKEHOLDERS.

THE TASK FORCE RECOMMENDED A FOUR STEP PROCESS TO ENSURE SUFFICIENT AND EFFICIENT USE OF FUNDS FOR THE MTS:

- COORDINATE PUBLIC FUNDING PROCESSES;
- DEFINE MTS FUNDING MECHANISMS;
- FORECAST DEMANDS ON THE MTS; AND
- EXPLORE INNOVATIVE FUNDING MECHANISMS.

### **MTS COMPETITIVENESS AND MOBILITY**

THIRD, THE ABILITY TO MOVE PEOPLE AND CARGO FREELY WITHOUT INFRASTRUCTURE IMPEDIMENTS OR CONGESTION DELAYS IS ESSENTIAL. INFRASTRUCTURE THAT MAY HAVE SERVED WELL IN THE RECENT PAST, OR IS CURRENTLY SERVING ADEQUATELY, MAY BECOME INADEQUATE IN THE NEAR FUTURE, CAUSING UNACCEPTABLE DELAYS AND COSTS. THE TASK FORCE RECOMMENDED ACTIONS IN FIVE STRATEGIC AREAS:

- ESTABLISH A VESSEL CLEARANCE INFORMATION EXCHANGE AND ONE-STOP SHOPPING.
- FACILITATE LANDSIDE ACCESS TO PORTS.
- CREATE A NATIONAL COOPERATIVE MTS RESEARCH PROGRAM.
- DEVELOP SYSTEM-WIDE TRAFFIC FORECASTS.
- DEVELOP NATIONAL MTS NETWORK MODELS.

### **IMPROVING AWARENESS OF THE MTS**

FOURTH, THE MTS IS ESSENTIAL TO THE NATION AND THE CITIZENS' INTERESTS, PROVIDING FORCE PROJECTION, ECONOMIC WELL-BEING, EMPLOYMENT FOR MILLIONS, HEALTH AND SAFETY, AND PROTECTION OF KEY NATURAL RESOURCES. YET MOST AMERICANS AND MANY POLICY MAKERS REMAIN LARGELY UNAWARE OF HOW DEPENDENT THIS NATION IS ON ITS MTS. THE TASK FORCE'S RECOMMENDATIONS INCLUDE PUBLIC EDUCATION AND OUTREACH PROGRAMS.

### **INFORMATION MANAGEMENT AND INFRASTRUCTURE**

FIFTH, THE QUALITY OF THE INFORMATION SYSTEMS WITHIN THE MTS IS A KEY DETERMINANT IN THE SAFETY, SECURITY, ENVIRONMENTAL SOUNDNESS, AND MOBILITY OF THE SYSTEM. THE TASK FORCE RECOMMENDED ACTIONS IN THREE STRATEGIC AREAS:

- HYDROGRAPHIC AND WEATHER INFORMATION.
- TRACKING CARGO, PASSENGERS, AND VESSELS, AND
- WATERWAYS TRAFFIC MANAGEMENT INFORMATION.

ONE AREA THAT MANY ARE INTERESTED IN IS AN ALL WEATHER NAVIGATION SYSTEM. THROUGH OUR ACTIVE PARTICIPATION IN THE PARTNERSHIPS WE HAVE DEVELOPED, HOPEFULLY WE CAN AGREE UPON A UNIVERSAL SYSTEM THAT WILL MEET THE NEEDS OF ALL MTS PARTICIPANTS.

THE COAST GUARD IS FORGING AHEAD IN THE INFORMATION MANAGEMENT ARENA BY PROVIDING MARINERS AND OTHER MTS USERS WITH INTERNET BASED PORT AND NAVIGATION SAFETY INFORMATION. THE PORT OPERATIONS INFORMATION FOR SAFETY & EFFICIENCY WEB-SITE, OR POISE FOR SHORT, PROVIDES LINKS TO OTHER MARITIME RELATED WEB-SITES ACROSS THE NATION. SORTED BY SPECIFIC PORTS, POISE PROVIDES AN EASY TO USE INTUITIVE TOOL FOR THE MARINER.

USERS ONLY NEED TO REMEMBER ONE INTERNET ADDRESS TO REACH ALL AVAILABLE PORT AND NAVIGATION SAFETY WEB SITES. FOR EXAMPLE POISE CONTAINS LINKS TO ALL THE NOAA PORTS WEB SITES AND WILL BE USEFUL FOR OBTAINING VOYAGE PLANNING AND COAST PILOT-LIKE INFORMATION. OF COURSE, THIS DOES NOT REPLACE TRADITIONAL METHODS OF PROVIDING NAVIGATION INFORMATION TO MARINERS BUT IT IS A TOOL THAT PROVIDES THEM AN ADDITIONAL MEANS OF OBTAINING INFORMATION.

## **SECURITY**

SIXTH, THE RISING DEMANDS FOR EFFICIENT AND UNINTERRUPTED MTS OPERATIONS TO SERVICE THE PROJECTED GROWTH IN PASSENGER AND CARGO MOVEMENTS SHOULD BE BALANCED WITH THE NEED TO INVOKE SAFEGUARDS AND INSPECTIONS TO PROTECT AGAINST THE ARRAY OF SECURITY THREATS, AND SUPPORT MILITARY MOBILIZATION. THE TASK FORCE RECOMMENDED ACTIONS IN TWO STRATEGIC ACTION AREAS:

- ORGANIZED CRIME AND TERRORISM.
- MILITARY MOBILIZATION AND NATIONAL DEFENSE.

FOR THE FORMER, THE TASK FORCE ACKNOWLEDGED AND WILL DEFER TO THE RECENTLY CREATED PRESIDENTIAL COMMISSION ON CRIME AND SECURITY IN U.S. SEAPORTS – THE GRAHAM COMMISSION.

SPECIFIC TASK FORCE RECOMMENDATIONS INCLUDE:

- IMPROVING SECURITY AWARENESS BY SUPPORTING THE PRESIDENTIAL COMMISSION ON CRIME AND SECURITY IN U.S. SEAPORTS
- IDENTIFYING VULNERABILITIES AND IMPROVING TRANSPARENCY
- ENSURING FUTURE AVAILABILITY OF QUALIFIED OPERATORS
- FORGING STRONGER PUBLIC/PRIVATE SECTOR PARTNERSHIPS, AND
- STRENGTHENING INTERNATIONAL COOPERATION

## **SAFETY AND ENVIRONMENTAL PROTECTION**

SEVENTH, TWO PRIMARY GOALS OF THE MTS ARE THE SAFETY OF PEOPLE AND PROPERTY AND THE PROTECTION OF THE ENVIRONMENT. THESE AREAS ARE OF PARAMOUNT IMPORTANCE TO ALL MTS USERS AND STAKEHOLDERS. THE BREADTH AND DEPTH OF SAFETY AND ENVIRONMENTAL ISSUES REQUIRE A SYSTEMATIC APPROACH AS WELL AS SPECIFIC ACTIONS. SPECIFIC STRATEGIC AREAS OF ACTION IDENTIFIED BY THE TASK FORCE INCLUDE:

- LOCAL COORDINATION.
- SHIP-TERMINAL INTERFACE.
- VESSEL OPERATION AND THE HUMAN ELEMENT.
- VESSEL DISCHARGES AND SHORE RECEPTION FACILITIES.
- NON-INDIGENOUS SPECIES, AND
- DREDGING AND CHANNEL DESIGN.

## **NEXT STEPS**

WHAT ARE STEPS WE NEED TO TAKE NOW THAT WE, AS MTS PARTNERS, HAVE OFFICIALLY ADOPTED THE REPORT'S RECOMMENDATIONS?

THE MTS INITIATIVE, THUS FAR, HAS BEEN A HIGHLY SUCCESSFUL COLLABORATIVE EFFORT. TO ENSURE THAT WE MAINTAIN OUR MOMENTUM TOWARD OUR DESIRED END-STATE, WE ALL NEED TO CONTINUE TO WORK TOGETHER. KEY FOLLOW-ON ACTIONS INCLUDE:

- DEVELOPING SPECIFIC ACTION PLANS BASED ON THE RECOMMENDATIONS OF THE MTS REPORT
- ESTABLISHING THE NATIONAL ADVISORY COUNCIL THAT WILL REPORT TO THE SECRETARY OF TRANSPORTATION
- EXPANDING THE EXISTING INTERAGENCY COMMITTEE ON WATERWAYS MANAGEMENT (ICWWM) AND RE-CHARTERING IT AS THE INTERAGENCY COMMITTEE ON MTS (ICMTS)
- ENCOURAGING THE ESTABLISHMENT OF LOCAL STAKEHOLDER COMMITTEES SUCH AS HARBOR SAFETY COMMITTEES, AND
- WE ARE CONTEMPLATING CONTINUING OUR DIALOGUE IN THE SAME REGIONS AS THE ORIGINAL REGIONAL LISTENING SESSIONS TO DISCUSS ACCOMPLISHMENTS AS WE PROGRESS WITH THE MTS INITIATIVE.

## **CONCLUSION**

IN CLOSING, ENSURING THAT OUR MTS MEETS THE NEEDS OF THE FUTURE IS NOT AN EASY TASK AND CANNOT BE ACCOMPLISHED WITHOUT THE COLLECTIVE EFFORTS OF THE PRIVATE STAKEHOLDERS, LOCAL AND STATE AGENCIES, AND THE MANY FEDERAL AGENCIES INVOLVED.

IT IS OUR RESPONSIBILITY TO THE PUBLIC TO FACILITATE THIS PARTNERING TO MEET TOMORROW'S CHALLENGES AND PROVIDE THE PUBLIC WITH A SYSTEM THAT MEETS NATIONAL ECONOMIC, SAFETY, SECURITY, AND ENVIRONMENTAL NEEDS.



SECRETARY SLATER HAS REFERRED TO WATER TRANSPORTATION AS THE FIRST "INTERSTATE". OUR DEPENDENCE ON THIS ESSENTIAL COMPONENT OF OUR NATIONAL TRANSPORTATION SYSTEM HAS INCREASED OVER TIME AND WILL CONTINUE. THE ATTAINMENT OF OUR MTS VISION WILL REQUIRE OUR COLLECTIVE DILIGENT AND PROACTIVE EFFORTS AS NEVER BEFORE TO CONTINUOUSLY IMPROVE THE MTS. I'LL QUOTE SECRETARY SLATER AGAIN: "WE HAVE DONE MUCH TOGETHER, BUT THE BEST IS YET TO COME." WE'RE ONLY AT A BEGINNING – THERE'S A GREAT DEAL OF WORK AHEAD OF US.

I LOOK FORWARD TO WORKING WITH YOU TO ENSURE THAT THE MTS CAN MEET THE CHALLENGES IT WILL FACE AS WE MOVE INTO THE 21<sup>ST</sup> CENTURY.